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FOR WILLIE L. BROWN, JR.

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MAYOR WILLIE L. BROWN, JR.

STATE OF THE CITY

the GOAL

the ACTION

next STEPS

TRANSIT

Crack down on double-parkers, bus stop-parkers, load zone-violators, driveway blockers	Hired 48 of 65 newly funded positions for the "Unclog the Streets" program, which issues tickets for blocked intersections. The "Cite on Site" program installs DPT officers on MUNI and issues tickets to bus lane blockers	Commercial Parking Task Force continues to work with businesses to decrease the number of parking violators; yellow zone meters will be painted yellow
Increase overall MUNI budget	Added \$23.8 million over last year's budget	Added funds include \$2.4 million to fund 38 new trainers and street supervisors, \$4 million for vehicle parts and supplies, \$450,000 for customer service improvements and full funding to fill all operator vacancies
Order new MUNI buses	100 new trolley coaches will begin delivery in October '99 through April '00. 335 motor coaches will begin delivery in April '00 and complete delivery in March '03	A supplemental order of 45 new motor coaches was just approved by the Board of Supervisors; will begin delivery in October 1999 and will be completed by December '99
Increase capital funds for MUNI	Increased budget by \$24 million over last year, allocating \$4 million for new parts and supplies	Implement all of MUNI's fiscal '99 goals, especially in the areas of reliability, safety and customer service
Replace all MUNI tracks in the City	In the middle of a five-year track replacement process that will have laid down 70% new tracks in the City by January 2001	Will continue to replace the 30-60 year-old track so as to reduce the noise caused by the newer Biedas
Have the 3rd Street Light Rail Line rolling by 2003	Currently in the Environmental Impact Review process and conceptual design stage.	Construction is slated to begin by the end of 1999 with service to Visitacion Valley beginning in 2003.
Replace the aging Boeing LRV fleet	Have acquired 52 new Bredas for a total 136 Light Rail Vehicles in the MUNI fleet	Will add 25 new Bredas into service by April '99
Fill vacancies at MUNI	'98-99 budget includes funds to fill 200 vacant positions	Will continue to actively recruit employees in all departments including personnel, training and drivers
Increase the number of surveillance cameras on MUNI buses	MUNI budget includes funds to install 10 new video surveillance systems	MUNI has also modified its contract with the manufacturer of their Light Rail Vehicles so that all vehicles not yet in production will be equipped with surveillance cameras
Extend the F-line down the Embarcadero to Ferry Building and Fisherman's Wharf	Extension of the F-line between Broadway and the Wharf will be completed by 1999; mid-Embarcadero portion will be completed by the Spring of 2000.	Will continue to work with various departments for the completion of this project including DPW and the Port
Increase the number of parking citations to funnel money to MUNI	Decreased number of citations but improved efficiency of collection methods	Funneled \$1 million DPT revenue to improve MUNI
Develop a new traffic management system, install electronic parking meters; increase red-light camera surveillance	Grant money received for traffic management system; allocated funds for electronic meters	Design and implement traffic management system; increase red-light cameras to 35 key intersections
Encourage bicycle riding as an alternative form of transportation	Will convene an alternative transportation summit in 1999; encouraged private sector to construct bike racks	Will assess the most important alternative transportation issues to discuss at the summit, including bicycle policy
Have DPT hold neighborhood hearings to create bike lanes on nine streets	Held	Bike lanes in place
Fund a permanent bicycle staff at the Department of Parking and Traffic	Fiscal '98-99 budget included funding for bicycle staff	Staff will work on bicycle policy as well as on the Alternative Transportation Summit
Change Congressional legislation to allow cruise ships at Piers 30 and 32	Legislation pending before congress	In the meantime, the Port has reinstated the Maritime Division, which was disbanded by the previous administration. Results include the creation of homeports for cruise lines such as Princess and Crystal Cruises
Revitalize the shipping industry	Recruited two new cruise lines, and 7 cargo shipping lines. re-established Maritime Division; increased revenue in three years from -\$500,000 in 1995 to +\$7 million in 1998	Will implement newly-approved waterfront redevelopment plan
Assess taxi-related issues such as increasing the number cabs and improving service and equipment	Formed Taxi Task Force headed by Supervisor Gavin Newsom	Report issued; adding 175 new cabs, 100 specifically for peak hours. More cabs will be added after a police assessment report is completed
Create legislation to limit sales of tobacco to youth	Signed legislation to prohibit tobacco ads in store fronts	Assure continued enforcement of tobacco sales regulation
Implement breast cancer tracking program	18-month pilot program in place	Department of Public Health will continue to facilitate program for future expansion
Address specific issues as pertaining to AIDS/HIV such as African American, Latino and Youth AIDS education	Most recent summit in January addressed group-specific issues such as AIDS/HIV in the Latino community	Added an additional \$970,000 for AIDS/HIV programs targeted toward specific communities
Convene an AIDS/HIV summit; continue to hold summits during tenure	Two summits have been held; latest one was in January of 1998	The AIDS/HIV Action Point Center, an idea brought about through the most recent AIDS Summit, will be developed as a center to help San Franciscans living with the virus
Dedicate a cabinet position to AIDS/HIV issues	Acting Director in place	Newly funded programs began in July of 1998; over the next 12 months the Mayor's Office will be working with the Department of Public Health to improve and integrate AIDS/HIV services through continued assessment
Restore previous administration's budget cuts in substance abuse and mental health treatment	Increased funds for substance abuse treatment programs by \$11 million since taking office	Budget allowed for \$4.5 million in substance abuse and mental health services including Youth Drug Court for substance abuse assessment, counseling and treatment for youth
On-demand treatment for substance abusers	The Department of Public Health is moving closer to Treatment on Demand with an additional \$2.3 million for services	Increased services for this year include providing substance abuse services at Laguna Honda, and expanding services for seniors, homeless and people with multiple problems

PUBLIC HEALTH

10.26.98

the GOAL

the ACTION

next STEPS

Implement mental health plan within a year	Implemented the San Francisco Mental Health Plan in April, 1998 to expand services to Medi-Cal and indigent clients; to implement, DPH added a network of 600 psychiatrists, social workers and counselors	Over the next 12 months, the Department of Public Health will expand services to children and adolescents, and implement an out-reach component for physically traumatized patients who do not keep follow-up appointments
Reorganize Department of Public Health and Social Services to increase service delivery in residential neighborhoods	Pilot program started in the Bayview/Hunters Point neighborhood	Mayor's Office of Community Development and Department of Human Services will continue to work with local non-profits and residents for expanded services; current services include a drop-in homeless center at Hunters Point
Create a drop-in center in the Bayview/Hunters Point area	The Department of Public Health, working with a coalition of community groups, is working to develop a new Health and Environmental Resource Center to address public health issues such as asthma and breast cancer in the area	The 1998-99 City budget provided start-up funds for this effort
Implement a Domestic Abuse Awareness Plan	Developed Violence Against Women Strategic Plan	Will continue to study and work with community organizations to provide advocacy services to domestic violence victims; conducted extensive outreach to organizations and added \$300,000 to fund new domestic violence programs
Develop a plan to cover 130,000 uninsured San Franciscans	Formed Blue Ribbon Committee on Universal Health Care; Committee devised innovative plan, and City reserved \$500,000 for start-up costs	Have placed a non-binding policy on the November ballot to seek popular support
Pursue full diversity within the San Francisco Fire Department	Appointed first African American Fire Chief, ten-year-old Consent Decree lifted by Federal Courts, ending day-to-day diversity monitoring by an outside authority	Continue to actively integrate and recruit new staff. Expand recruitment efforts in underrepresented neighborhoods such as Outer Mission and Bayview/Hunters Point
Restore officers to the Narcotics Division of the Police Department	Set up narcotics teams at district stations; four new teams of seven were added in past year for a total of 28 new narcotics officers	Support Drug Awareness Recognition Team, a twice-a-month program that specifically dispatches 30 officers to make narcotics-related arrests; SFPD will train the California Highway Patrol to run similar program
Strengthen police presence in Golden Gate Park	Through Operation Parks, SFPD, Department of Recreation and Parks, Mayor's Office of Neighborhood Services and various other agencies; hold monthly meetings to assess and discuss issues surrounding park safety	Continue to strengthen security measures; work to add more officers in the park
Maintain foot patrols in every community, and reassign desk positions to high-crime areas	Fiscal '98-99 budget allowed for full funding of the SFPD; moved police from various positions to bicycle positions where there is 20 times more contact with communities	Currently 300 bicycle patrol officers, with as many as 50 on the street at once
Recruit more and better officers	Expanded budget will allow for recruitment of up to 200 new officers	Relocate Police Academy to Treasure Island; facility will serve as a Regional Training Academy, with plans to establish it as the leader in law enforcement education in North America
Replace the jail at San Bruno	Currently taking bids	Will pursue project after completion of bid process
Adequately fund, staff and direct the San Francisco Police Department to support the Office of Citizens Complaints	OCC is currently fully staffed, met charter mandate for 15 investigators	All but 2 of 1023 complaints filed as of 1996 have been closed, will continue to work more efficiently
Merge the San Francisco Fire Department with the paramedics	Finished	Further develop a cross-training program for firefighters and paramedics; reduce workload for paramedics
Develop a new 911 system	In progress	Will be completed by November 1999
Improve the lighting at Civic Center Plaza	\$375,000 was made available for Civic Center improvement and repairs	Additional budget will allow for expanded services through the fiscal 1998-99 year
Direct Department of Public Works to improve pothole maintenance	Implemented 48-hour pothole hotline	To date, 25,000 potholes were attended to within 48 hours
Hold quality of life meeting on improving City Services	DPW held 5 neighborhood meetings; distributed 1,000 guides to City Service, customer service action plans drawn up	Train 800 DPW employees in customer service skills Hold four more quality of life meetings
Increase the number of trash receptacles around the City	Added 267 new receptacles for a total of 3,467; all are serviced once a day, 1,000 are serviced twice a day	Currently running test program to add recycling compartments to trash receptacles; an additional number of trash receptacles will be retrofitted for recycling compartments
Remove 14,000 newsracks from around The City	As of January 1998, 1,100 violation notices have been written for substandard news racks, and the Department of Public Works has seized over 250 offenders	A new contract with the 11-member Newsrack Advisory Committee has been formed, and up to 250 pedestal-mounted units are scheduled to be placed on City streets
Add public restroom at Coit Tower	Submitted legislation to the Board of Supervisors that will expand the Public Toilet Contract; if passed, Coit Tower is on the list for added restroom facilities	Continue to back legislation that will increase the number of automatic public toilets and continue distribution of tokens to the homeless
Conduct comprehensive waste audit of City Departments	In progress	Will be completed by February of 1999
Develop a plan to outline the City's consumption of resources to provide a model for local businesses	Board of Supervisors are examining legislation that will allow the Environmental Commission to assess departmental resource consumption and implement plans to increase the use of recycled goods	Legislation pending before the Board of Supervisors
Implement a sustainability plan as outlined by the Commission on the Environment	Adopted, disseminated and have completed initial implementation of the Sustainability Plan	Will fully implement Commission plans such as the environmental public education program and the Integrated Pest Management System
Rehabilitate the Ferry Building	Project is moving forward. Four development firms have submitted proposals	Completion is scheduled for 1999
Add a park to South of Market area	Opened in October	Continue to look for new ways to serve the needs of San Francisco's youth

STATE OF THE CITY

the GOAL

the ACTION

next STEPS

Close Hunters Point Power Plant	Negotiated with PG&E to close power plant	Decommissioning of Hunters Point power plant. Rehabilitation of Potrero Plant to make it more environmentally friendly
Facilitate development of a new baseball stadium	Construction is moving forward, due in large part to cooperation among all City Departments involved in project	Completion expected by Opening Day, April of 2000
Jump-start Mission Bay redevelopment project	Mayor's team negotiated agreement with Catellus and UCSF; groundbreaking for the UCSF second campus took place in July 1998	Ensure the completion of the project including 6090 new housing units of which 1700 will be for low-income families; dedicate 49 acres of project to creation of parks and ensure 56% of the 42,200 jobs go to San Franciscans
Complete City Hall restoration	Project under way	New City Hall will be open to the public on January 4, 1999. The entire City is invited to attend opening ceremonies
Find new home for the Asian Arts Museum	New museum will be located at Civic Center next to new Main Library, in the Old Main Library building	Bids out in early 1999. Completion expected by the year 2001
Renovate Union Square Plaza	Design has been awarded; construction is commencing	Completion is expected for New Year's of 1999
Rebuild the Hall of Justice	Plans are currently under review	Continue to assess relocation and renovation plans
Transform the Fillmore into a "Jazz Renaissance District"	Obtained commitment from AMC theaters to operate an 8-screen movie theater and also from Blue Note Jazz Club to open first west coast venue	Project is scheduled to start in July of 1999 with completion by May of 2000; will include proposal for a DPT-run parking garage and redesign of sidewalks, street lighting and planting areas
Develop a Gay and Lesbian Community Center on Market Street	Commission has approved site, preserving historic Victorian-era structure; project moving from planning to construction stage	Completion expected by the end of 1999
Maintain public schools on Treasure Island	The San Francisco Unified School District operates a school on the island that serves children from the Tenderloin, Chinatown and Mission neighborhoods	600 children currently enrolled; the Kindergarten through 8th grade school will graduate its first class in Spring of 1999
Open a marina on Treasure Island	Project Office has recently offered available slips at Clipper Cove Marina to the public	Proposals are pending for the expansion and development of Clipper Cove Marina; a scoring of pending proposals will be made in late fall of 1998
Move Police Academy and Fire Fighting Academy onto Treasure Island	The San Francisco Police Department has finalized plans to move the Police Academy to Treasure Island while the Fire Department also has plans to run a local, national and international training academy on Treasure Island	Development plans at Treasure Island include ADA and seismic retrofit upgrades for police facilities; as part of negotiations the TI Project Office will also make police gym space available to youth groups on the weekends
Develop film facilities on Treasure Island	Half of all non-grant funding for Treasure Island Projects comes from movie and production tenants; hangars have been made available for Nash Bridges Productions as well as numerous large-scale movies	Will continue to pursue the development of movie facilities on Treasure Island and attract production companies to invest in the City
Provide housing on Treasure Island	John Stewart Company was chosen to rehabilitate, market and manage housing on Treasure Island. Negotiations will be finalized in the next two months	Housing will be marketed to those who work on the island as well as to emergency personnel and university faculty and senior-level students; the Treasure Island Authority will also continue to work with homeless advocates
Conduct a multimedia survey to assess the infrastructure, training and job availability in the multimedia industry	Joint report issued in February 1998 by MDG.org and Coopers and Lybrand; report showed that \$2.2 billion was generated by the multimedia industry last year alone, a 135% increase over the last two years	Will use the report to continue to attract multimedia industry in San Francisco; SEGA will be moving headquarters from Silicon Valley to the South of Market Area in January of 1999
Make more land available for redevelopment purposes	The Planning Commission has conducted the first Citywide Land Use Survey in 20 years to assess business and residential land use in the City	Report will guide future land use to establish appropriate job-housing balance to accommodate job-growth into the 21st century; will use plan to create new employment & housing opportunities in underutilized neighborhoods
Work to improve the local economy	Ended year with a \$102 million surplus despite a projected deficit; across the board tax base expansion allowed for a \$3.9 billion budget for fiscal '98-99	Long-term vitality of the local economy will hinge on ongoing redevelopment projects including Pac Bell Park, expansion of the multimedia industry in San Francisco, and construction of new hotels and retail complexes
Promote media and high-tech training for low income residents	Mayor's Office of Community Development has provided grants to the Bay Area Video Coalition; BAVC has provided media training to low income residents and graduated 73% of its participants to employment	Will continue to support media training as a portion of workforce development initiatives
Expedite DBI permits for multimedia businesses	Department of Building Inspections staffed a booth at the February '98 Multimedia Summit	Continues to work to streamline building permit process for Multimedia/Internet Businesses; 81% of permits are approved with 48 hours
Increase local employment	Unemployment is lower than state average at 3.5%; Moscone and airport expansion will create close to 5000 new jobs; Mission Bay will create upwards of 42,000 jobs — 56% of which will go to local residents	First Source legislation signed into law, requiring local hires for large scale construction projects; will continue to increase employment for San Francisco residents
Aggressively enforce MBE/WBE programs	Signed legislation introduced by Supervisor Amos Brown for the continuation of WBE/MBE programs	Continue to support City contracts with women and minority-owned businesses
Work to foster high tech and life sciences industries in San Francisco	San Francisco Partnership worked with Mayor's Office to develop real estate survey along the Eastern Waterfront to inventory land use for the life sciences industry in Mission Bay	Continue to attract life science and high tech companies to San Francisco with ongoing marketing campaign
Expand the availability of small business loans for businesses in the Bayview/Hunters Point area	Close to \$1 million in small business loans were made available to Bayview/Hunters Point businesses	Mayor's Office of Community Development has projected current loan amounts to surpass last year
Coordinate efforts between the Planning Department and the Department of Building Inspection	Held first-ever joint hearing between Planning and Building Inspection and implemented one-stop permit coordination program to improve efficiency	A joint report from the Planning and Building Inspection Commissions will be issued in November. This report will outline the next procedural steps needed to implement a coordinated permit process
Integrate neighborhood residents into the planning process	Planning Commission held first intensive neighborhood survey identifying issues and opportunities articulated by the neighborhood residents	Survey will be used to enhance the Planning Commission's ongoing efforts to craft planning policies that are neighborhood-friendly; in November the Planning Commission will hold public workshops regarding eWork guidelines

10.26.98

THE GOAL

THE ACTION

NEXT STEPS

YOUTH

Simplify the permit process to make it more friendly for homeowners

In the process of completing a handbook explaining commission rules and processes; a website has also been set up for homeowners

Will continue to increase customer-friendly services such as online code and permit application worksheets, as well as develop a computer-based cash register system that will accept credit cards

Finish the Excelsior Youth Center

Groundbreaking was in May '98

Scheduled to open in October '98

Increase funding for after-school programs for youth

Budget included additional \$230,000 over last year for child care facility improvements and additional evening and weekend services

Will work to open new Beacon schools in five new neighborhoods; the new Yerba Buena Child Development Center will serve 90 infants, toddlers and preschoolers during extended work hours

Increase latch-key facilities for youth

Added 10 new latch-key sites, increasing services for over 250 youth a week

Work to expand other after-school facilities and programs

Pursue greater commitment from the private sector for the Jobs for Youth Program

Have already raised more money this year than in the last fiscal period

Will continue to solicit private donations and cooperation through coordinated efforts with the Chamber of Commerce, Small Business Network, City College and Unified School District

Create youth technology training program

Youth media training program will be component of the Mayor's Center for Advanced Technology, scheduled to be built at Brooks Hall

Completion is expected in 2000

Ensure overall improvements in service for youth

Will open childcare facility at new City Hall; added \$28 million for prevention programs; \$22 million for prevention programs and \$6 million for youth opportunities

Increased funds will also allow \$234,000 for YouthWorks, which trains high school students through government internship, \$400,000 to enhance existing Beacon after-school sites and \$400,000 for new sites

Revamp the Juvenile Justice system

Implemented Mayor's Local Action Plan for Juvenile Justice, under the direction of the Mayor's Criminal Justice Council and Delancey Street's Mimi Silbert

Five of the six pilot programs are operational. One of the programs includes the Community Assessment and Referral Center, where multi-disciplinary teams work to develop case management plans for youth

Work to maintain the highest standards of education for the youth of the City

Have the Mayor's office work closely with the Board of Education

Continue monthly meetings with the Superintendent of Schools; continue to have one staff member at the Mayor's Office of Children, Youth and Families work directly with the school districts

Develop alternative City Services specifically for youth

Held two Youth Summits to address issues surrounding the City's youth; developed YouthWorks, a year-round, for-credit student internship program; implemented Youth Line, a youth crisis hotline run by youth for youth

Continue to fund, staff, and expand these programs

Work with the San Francisco Unified School District to make Youth Centers available in the neighborhoods

Five Beacon School sites opened in the Richmond and Sunset, Chinatown, Visitacion Valley and the Mission now serve over 5000 youth. Opened two other new public schools

Currently planning new Beacon Schools in the Western Addition, Ocean View, Merced and Ingleside (OMI) and Bayview/Hunter's Point; added \$1 million for these new and existing Beacons

HUMAN SERVICES

Increase services for young children

Appointed childcare coordinator; allocated \$28 million in current city budget; announced \$10 million Section 108 childcare center loan program

Open first City Hall childcare center; continue to aggressively address childcare issues throughout the city including increasing the number of slots and expanding existing programs

Increase funding for the homeless

Received \$17 million in federal McKinney grants to fund 27 new and 4 renewal programs through the Department of Human Services; San Francisco received more money per capita than any other city in the United States

Implement McKinney-funded programs, such as Permanent Housing Project Developments, Training and Employment Projects and Substance Abuse and Mental Health Services to complete the City's Continuum of Care model

Increase 2000 shelter beds by the year 2000

Currently have 1700 existing beds with capacity for more

Mayor's Office will continue to work with Department of Human Services and local nonprofits to allow for added facilities

Market the availability of tax breaks to local businesses that hire homeless and GA recipients

The Private Industry Council of San Francisco, a local nonprofit headed by the Mayor, regularly provides information about local, state, federal and Enterprise Zone incentives for hiring low-income job seekers

PIC will continue to plan and implement welfare-to-work activities, develop an online One-Stop Career System and establish a new web site

Develop a plan to handle the 7000 people coming off the federal and state welfare rolls

DHS implemented CalWORKS in 4/98 to respond to this problem. CalWORKS has trained 4,495 people, 2,385 of whom are currently working

In the next year, DHS will implement its First Source Hiring Program, which requires large-scale construction and development projects under contract with the City to give hiring priority to low-income San Franciscans

Implement a job-readiness program through the Department of Human Services

As part of CalWORKS, the Department of Human Services opened three Career Centers to help transition GA recipients from welfare to work

In the next few months, services will be expanded to businesses who are interested in obtaining information about tax credits and other benefits associated with employing low-income residents

Change the nature of the GA program by addressing issues such as child care and counseling

DHS added four new Family Resource Centers for parent and career counseling; DHS is also committed to creating 1000 new slots of affordable child care

In future months DHS will also invest in family daycare, sick care, and child emotional-readiness programs

Add funding to track and aid GA recipients who fail to participate in workfare programs

Added \$5 million to the GA program and will implement Personal Assisted Employment Services (PAES) to provide necessary training and help for very low-income people

Will implement PAES in October of 1998

HOUSING

Work to improve the Housing Authority

Crime plunged 70% at Alice Griffith and 40% at Sunnydale; Opened Section 8 and Leased Housing waiting list for the first time in 12 years; collected \$2 million in accounts receivables to support improvements

Will continue to improve infrastructure as well as employ public housing residents to encourage the transition from welfare to work

Have the Mayor's Office of Housing coordinate with the Office of Community Development, the Redevelopment Agency and various nonprofits to develop affordable housing strategies

Current Redevelopment Agency plans include expansion of affordable housing units; made first loans in Down-Payment Assistance Loan Program

In the next twelve months interagency efforts will be made to improve collaboration between the Mayor's Office of Housing and the Planning Commission to identify future affordable housing sites

Realize goal of 1000 new units of affordable housing per year

382 to date, 1,161 under way. Project completions include: Franciscan Towers, Hayes Valley, Juan Pifarre Plaza, and Alcantara Court

2,119 affordable housing units will be built in the next year in the Mission, Chinatown, Western Addition, Visitacion Valley, the Tenderloin, North Beach, and Treasure Island

Provide residence to public housing tenants displaced by new housing construction

Replacement has been 1:1 under the Brown administration

Will continue 1:1 replacement

Create on-site childcare facilities and job training at public housing sites

Visitacion Valley, which is currently under construction, will have 114 childcare slots and facilities as well as on-site employment training

In the next twelve months B64 Ellis will be built to include on-site vocational training for homeless youth, while Episcopal Community Services will provide housing and child care for extremely low-income families

Dedicate half of all new revenue generated by the Redevelopment Tax Increment bonds to the expansion of affordable housing

40% of all new RTI revenue is earmarked for affordable housing

Will aggressively pursue new housing development strategies through coordinated inter-agency efforts

STATE OF THE CITY

the GOAL

the ACTION

next STEPS

CITIZEN
SERVICES

Find more funding for affordable housing	Passed \$100 million bond measure for affordable housing. First bonds were sold in February 1998	Will allocate and use funds to increase housing sites and continue renovations of existing sites
Increase arts funding	Grants for the Arts contributed 10.9 million dollars to cultural programming, the largest per-capita commitment of any US city to non-profit arts groups	Implement the Special Arts Initiative, which strengthens community-based arts organizations and promotes ethnic and neighborhood-specific media
Improve level of service in the Office of Neighborhood Services	In the past year answered 3,543 letters, 1,370 phone calls, attended 271 walk-ins and met with 427 people at 12 different Open Door Days; phone calls returned within 48 hours	Will continue to provide a high level of service with monthly Open Door Days and continued constituent services
Staff and maintain Neighborhood City Halls	Approved by the Board of Supervisors; four Neighborhood City Halls opened	Increase number of Neighborhood City Halls; especially successful in neighborhoods in need of bilingual services such as Chinatown
Fully fund and staff the Ethics Commission	Increased budget by 19% last year	Filed first case and is currently working with the City Attorney and District Attorney on 21 cases
Ensure diversity within City Departments	Under previous administration 12% of Department Heads were women and/or minorities; under the Brown administration 35% are woman and/or minorities	Signed legislation introduced by Supervisor Brown to expand women and minority contracts with the City; will continue to maintain diversity within departments
Make City Hall "computer-friendly"	Department of Telecommunications established 2,000 new email accounts, fielded 55,000 electronic messages from constituents	Implement CityAccess, in which citizens will be able to pay bills and apply for permits online
Address accessibility issues	Made new wheelchair accommodations in the War Memorial Building (temporary City Hall) and increased funds for ADA compliance studies	Will integrate results of ADA compliance studies into a citywide disability access plan
Add funds to the Human Rights Commission	Additional funds for expanded staffing will expedite resolution of new claims filed on the basis of HIV status, sexual orientation and domestic partner status	In the next twelve months the Human Rights Commission will work to implement training programs within City Departments regarding HIV in the workplace; will also produce report including data on discrimination complaints

RECREATION
& PARKS

Increase services and information for senior citizens	Opened 6 new Senior Central information clearing houses; Commission on Aging distributed 38,000 Senior Central brochures; 24,000 ID cards issued for discounts	Will conduct senior needs assessment survey and hold community meetings in winter of '98; 4 more Senior Centrals planned
Improve services for at-risk women	Added 11 new programs through Commission on the Status of Women for cultural-specific programs for youth and outreach and education	Conduct a comprehensive needs assessment survey to target at-risk women currently underserved
Assess the condition of Golden Gate Park, as well as neighborhood parks	'98-99 Budget added \$400,000 to the Recreation and Park Department Assessment Project, "Great Parks for Great Cities." To date, 800 residents and 160 engineering and parks experts have participated in the assessment	Will embark on the second round of community meetings. Citizens will be asked to prioritize needs
Prohibit parking longer than four hours in Golden Gate Park	Regulations are in place	Department of Parking and Traffic to continue to enforce these restrictions
Increase budget for Department of Recreation and Parks	Invested \$7 million to the Recreation and Parks budget including \$4 million from the General Fund to allow for the overdue maintenance of facilities and equipment	Budget also provided for expanded and new programs that will start this year including YouthSpace, a center run by and for teens
Divide the Recreation and Parks Department along geographic lines to provide better service	Created district councils to allow for the improved interaction between Recreation and Parks employees and residents	Will provide customer service training for employees
Refurbish Alford Lake and restore the Conservatory of Flowers	Ongoing improvements at Alford Lake and Stanyan Meadows almost complete. Fundraising under way for Conservatory; local trade unions to donate labor and materials	Continue improvements based on assessment project
Refurbish soccer fields.	Finished fields at Polo Grounds and Beach Chalet. Four more fields in other parts of the City being refurbished	Continue to hold community meetings for constituent ideas and input regarding soccer field maintenance and creation city wide
Renovate the Beach Chalet	A new picnic area behind the Beach Chalet's Visitor's Center has been completed; new pathways and gardens are part of the completed West End improvements	Continue assessing the possibility of replicating the successful business model of Beach Chalet on the East End
Improving the restroom facilities in Golden Gate Park	Added \$1.4 million for the mobile enhancement team	Expanded budget will allow for expanded cleaning and maintenance of the park's restrooms and other public facilities
Improve safety at the borders of Golden Gate Park	Project is currently in conceptual stage; fences have been erected to maintain safety in the eastern entranceway	Will continue to develop conceptual plans for children's playground area and address, by way of public and police input, how to maintain safety at the eastern entrance
Implement recommendations made by the Community Parks Task Force	Implemented some recommendations into the Department of Recreation and Parks '98-99 fiscal budget; after ten years of a declining budgets, added \$5 million over last year	Will continue to assess the Task Force's ideas including increasing revenue for capital improvements and improving recreation programs
Open a new Martin Luther King Jr. Pool	Currently undergoing major reconstruction	Will open a state-of-the-art facility at the end of 1999
Open new recreation space in Chinatown	Opened new playground and dedicated new mural in Chinatown through collaborative efforts between Rec and Parks and Mayor's Office of Community Develop	Maintain safety and appearance of park through DPW and Recreation and Parks
Expand library services	Broke ground for the Oceanview/Mission/Ingleside library	Scheduled to open in early 2000

A LETTER FROM THE MAYOR

Dear Friends:

By now, you know I am proud of San Francisco, impatient with excuses, unforgiving of poor performance, and determined to move our city forward to the betterment of us all. We're making extraordinary progress, and the report you hold in your hands outlines just how far we have come in realizing our goals.

But make no mistake. I will never be the kind of mayor who is satisfied with the status quo. I will always push myself and our 780,000 residents to do better and to achieve more.

At last year's State of the City address, I told you my mandate as mayor was to deliver on my promises to revitalize the economy, to insist on a responsive government and to ensure a results-oriented administration. This document is a benchmark of how well we have realized those goals.

Our engine of economic development is running at full speed; one need only drive around the city to witness the remarkable construction, restoration and rehabilitation in full swing. Unemployment is at its lowest in decades, property assessment roles have increased 9 percent, and we are enjoying an unprecedented \$102 million annual budget surplus. We have created tens of thousands of new jobs, and outside entrepreneurs — who contribute significantly to San Francisco's wealth — continue to clamor for entrée into our healthy business community.

This economic prosperity translates into an improved quality of life for all San Franciscans. The increased revenues mean we can successfully tackle both the larger social issues of our city as well as the day-to-day irritants and expectations of urban existence.

For the first time in years, we have been able to fully fund MUNI and the Recreation and Parks Department, two agencies neglected for years through lack of funding and lack of prioritization. We've allocated millions of dollars for new child care and youth programs; for homeless prevention and substance abuse treatment services; for welfare reform and job-training programs.

Look around you. We're fixing the potholes, cleaning the streets, replacing MUNI tracks, building a new library. We've opened five new Beacon Centers, two new schools, six Senior Centrals and four Neighborhood City Halls. We've rebuilt the Polo Ground and Beach Chalet soccer fields, with four more fields targeted this year. A citywide community assessment survey is under way for all our neighborhood parks. A Chinatown recreation center is now open, the Excelsior Youth Center will open soon and the Gay and Lesbian Community Center will be operational next year. As you read through this report, you will see the advances made and the promises kept by this administration.

At the same time, we're exercising fiscal prudence, understanding that we must not leave financial debt for our children to pay. None of the budget surplus is being used to fund ongoing initiatives; rather, it has been placed in reserve or is being used for one-time investments that will improve the physical and fiscal character of our city.

What a rewarding and exciting time to be a San Franciscan.

We have many challenges still ahead of us: make MUNI efficient enough to truly serve our transport needs, work to reduce the number of homeless, refurbish our neighborhood parks and help some of our citizens reenter the working world, to name just a few. I am supremely confident we will meet and conquer those challenges.

My energy level and enthusiasm for this job remain as high today as they were on the day you elected me. Your continued vigilance, perseverance and support mean together we will further the hopes and dreams of all San Franciscans.

Thank you again for the privilege of serving as your mayor.

Sincerely,



Willie L. Brown Jr.
Mayor



SAN FRANCISCO INDEX

Increase in assessed value of San Francisco's real estate properties this year, in billions: \$5.4

Percentage increase over last year: 9

Passengers riding the Municipal Railway, per day: 680,000

Rank of Muni, in US cities offering lowest transit fare: 1

Tons of trash removed from city streets last year: 44,000

Pounds this represents, per capita: 120

Number of participants in the two "Great Sweep" events: 20,000

Average pounds of trash collected during those events, per participant: 10

Change in the amount of recycling done by City Departments over last year: +70%

Square feet of graffiti removed by the DPW last year: 902,450

Square feet of sidewalk laid by the same department: 52,863

Lane miles of road they resurfaced: 631

New trees planted in Bernal Heights, in 1997: 500

Number of potholes reported by citizens: 25,000

Average span of time within which they were repaired, in hours: 48

Percentage of inspections performed by the Dept. of Building Inspection in the 48 hours following a request: 91

Year Treasure Island was last open to the public, prior to the 1998 "Blues on the Bay" festival: 1939

Number of people who visited that festival: 60,000

Movies filmed in San Francisco since 1996: 13

Number of Emmy nominations received by a San Francisco recycling program Public Service Announcement: 1

Email messages received by Mayor Brown last year: 57,000

Persons who met with Mayor Brown "offline" during last year's Open Door Days: 427

Consecutive years the SFPD has taken City youths on fishing expeditions: 30

Number of languages the San Francisco Senior Central brochure was published in: 8

Travelers passing through SFO last year, in millions: 34

Metric tons of cargo that passed through during the same period: 700,000

Number of employees needed to handle all these comings and goings: 28,000

Cost, in billions of dollars, of the San Francisco International Airport expansion: 2.5

Port of San Francisco revenues, in dollars, in 1995: -500,000

Port revenues during 1997, in millions of dollars: 7

Flushes recorded on JCDecaux public toilets since installation, in millions: 1.45

Uses that were paid for with tokens issued to the homeless: 32%

Percentage of department heads who were women or minorities during the previous administration: 12

Percentage of department heads who are women or minorities under Mayor Brown: 35

Questions answered by SF Public Librarians in 1997: 834,000

Number of books checked out by those same librarians, in millions: 5.4

Number of SF Public Elementary Schools without a DPT crossing guard on duty: 0

Percent increase in citations issued to double parkers since last year: +50

Top decibel level of the "Acme Thunderer" whistle used by DPT officers: 120Db

Number of real San Franciscans who refer to the City as "Frisco": 0

